

New Balance of State WorkForce Investment Board 2011 Plan

Serving Regions 5, 8, 9, and 11

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SECTION 1: EXECUTIVE SUMMARY

Four Indiana Economic Growth Regions have formed a partnership to create one Workforce Investment Board, the New Balance of State Workforce Investment Board. The New Balance of State Workforce Investment Board is the successor entity to the former Balance of State Workforce Investment Board and will allocate funding, set policy, and define performance metrics for the four Regional Workforce Boards serving regions 5, 8, 9, and 11. The Regional Workforce Boards will continue to manage the daily business of the regions. This partnership serves a labor force of approximately one million and is comprised of 35 counties.

This document summarizes the regional plans and presents information specific to the Workforce Investment Board.

Theme: The focus of the New Balance of State Workforce Investment Board is to support and add value to the Regional Workforce Boards in the joint effort to move Indiana's workforce up one level. Positive results will be obtained through careful planning, monitoring, and investment in training for skills necessary to compete in the world marketplace and by connecting the workforce with available opportunities. The challenge for workers is obtaining the right training for the available jobs. The solution in many cases is a certificate or other credential for an entry-level position with a career path, often termed "Middle Skills" job.

Initiative: The New Balance of State Workforce Investment Board joins regional leadership in implementing plans by adding value to the regional programs and initiatives. Creating strong partnerships to engage political, business, and education leaders in identifying available jobs, training requirements, and available resources is fundamental. Effective distribution of resources will be data-driven.

Informing locally elected officials of workforce development resources within their communities will encourage greater use and impact of these resources. Active engagement of business partners, such as Chambers of Commerce, will increase understanding of workforce board goals to identify available jobs and training gaps. The inclusion of educational leaders is clearly fundamental to align instruction with employment. While use of statistical data is important in planning and projecting, the feedback of government, business, and education leaders on a routine basis is critical to understand and properly respond to market forces and trends.

Action: The New Balance of State Workforce Investment Board will draw the four regions into a collaborative partnership, create a forum for sharing best practices, and enhance the results of taxpayer investment. Additional resources will be sought through application for both public and private grants.

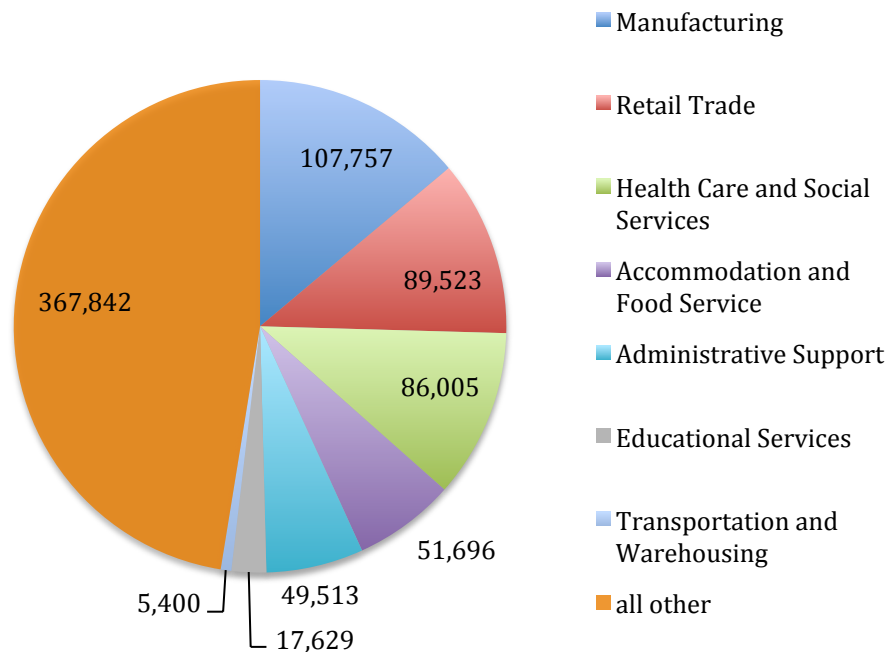
SECTION 2: LABOR MARKET ANALYSIS

- *All responses should be strongly supported by available data.*
- *What are the area's primary business sectors by business size?*

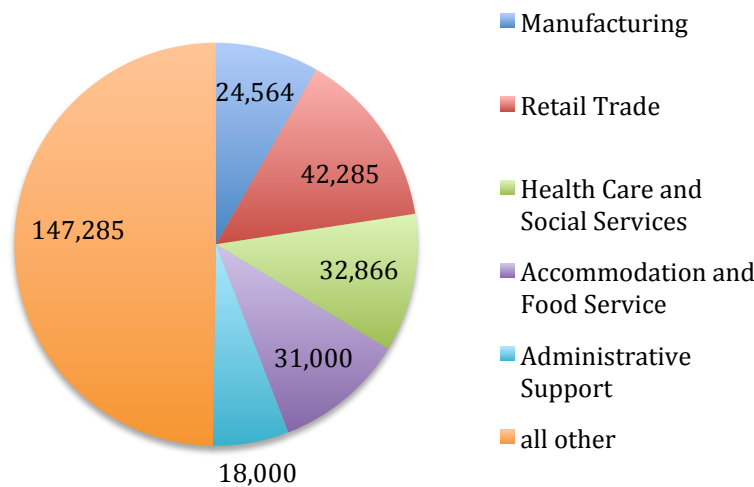
Using the data supplied by each region, the first chart compiles the five largest business sectors by number of employees reported in the regional plans, omitting employees not in those sectors. The employee categories are then displayed by region, showing the top five reported categories, including the remainder in a separate category labeled “other”. (Six categories are displayed in Region 8 as it has a significant employee sector in education, which is unique among the regions.)

Three large sectors are primary to each region: Manufacturing, Retail Trade, and Health Care and Social Services. These three sectors account for the more than three-quarters of the top employee categories. The data as broken down by region show very different mixes of these sectors, forming a basis for regional economic differences.

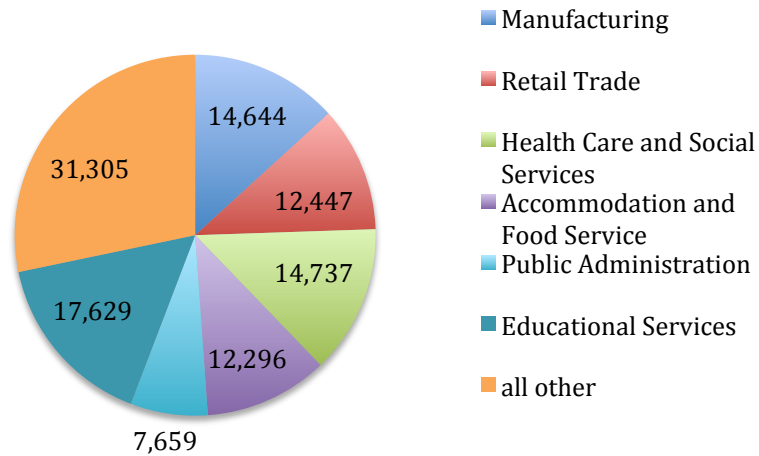
Regions 5, 8, 9, 11 Employees



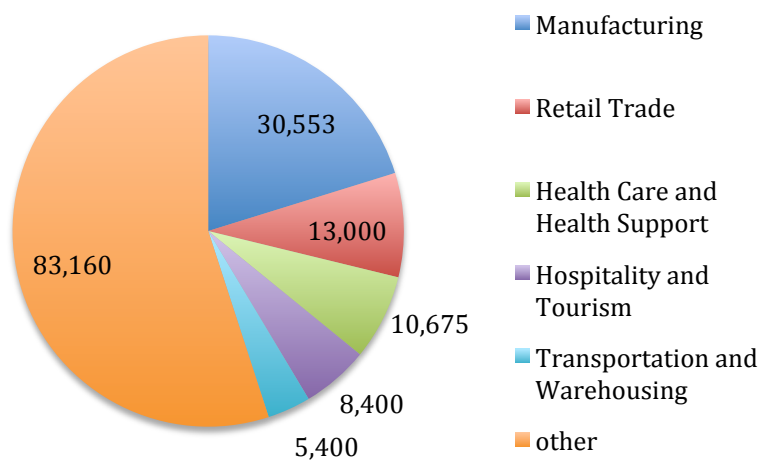
Region 5 Employees



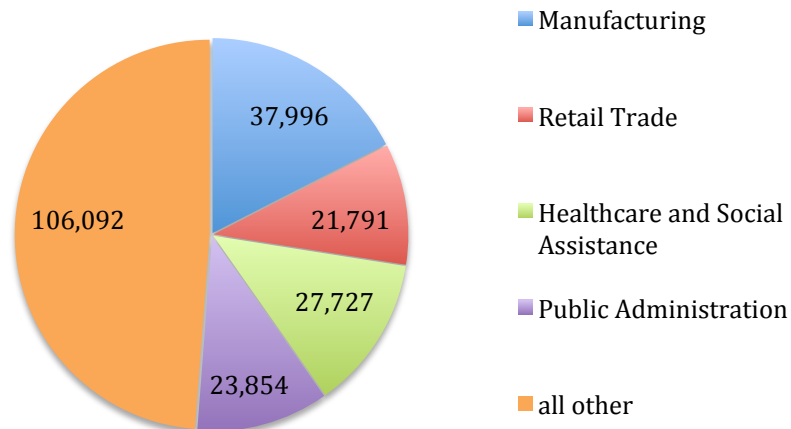
Region 8 Employees



Region 9 Employees



Region 11 Employees

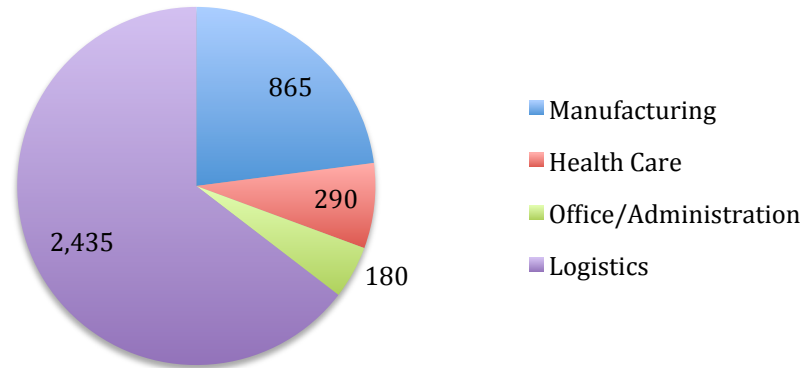


Section 2, question 2:

What are the current and projected employment opportunities within the local area?

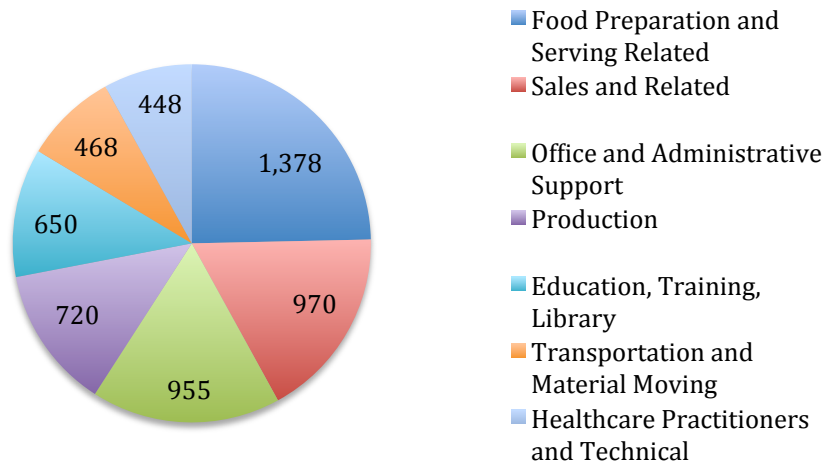
Region 5 projects the high demand and high wage jobs will be middle –skills jobs, jobs that require some additional training, such as Dental Hygienist. These jobs “represent the beginning of a career pathway that will lead to a self sufficient paying Middle-Skills job”¹

Region 5 Projected employment



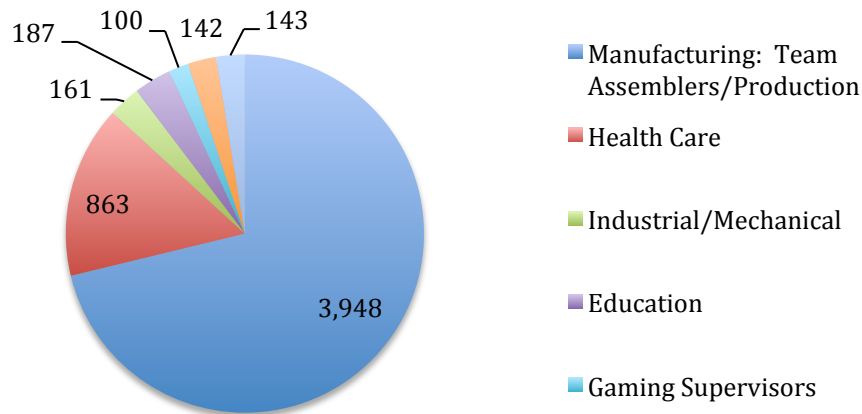
Region 8 lists the industries which will offer more than 400 openings within the next two years. The plan draws a distinction between these jobs and those which pay a “good wage” and creates a separate list.

Region 8 Projected employment



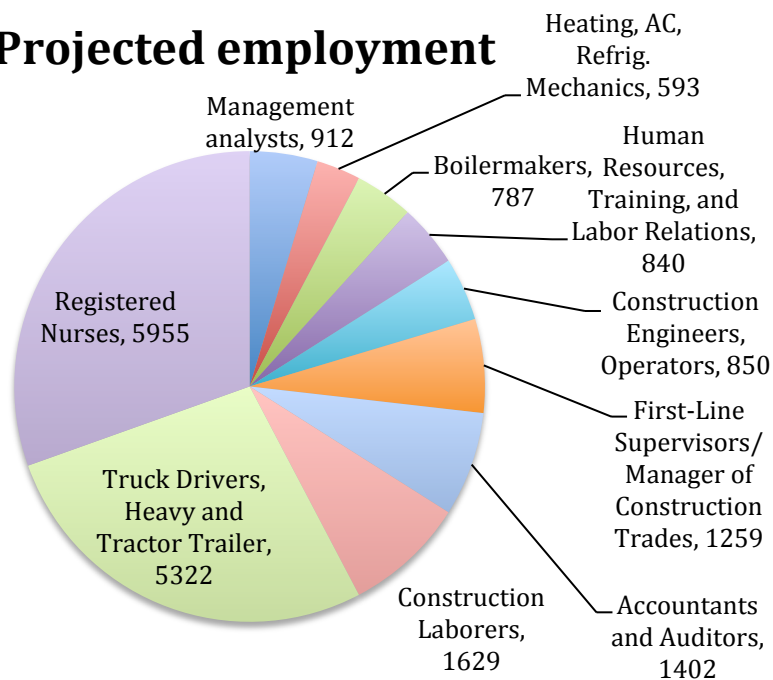
¹ Region 5 Plan, Page 5,

Region 9 Projected employment



Region 9 is unique in projecting a large number of manufacturing jobs, emphasizing, “Such jobs will constitute 16 percent of the labor *due to a retiring workforce.*”²

Region 11 Projected employment



Region 11 predicts nearly equal growth in the demand for registered nurses and truck drivers, demonstrating two active and very different sectors of the economy.

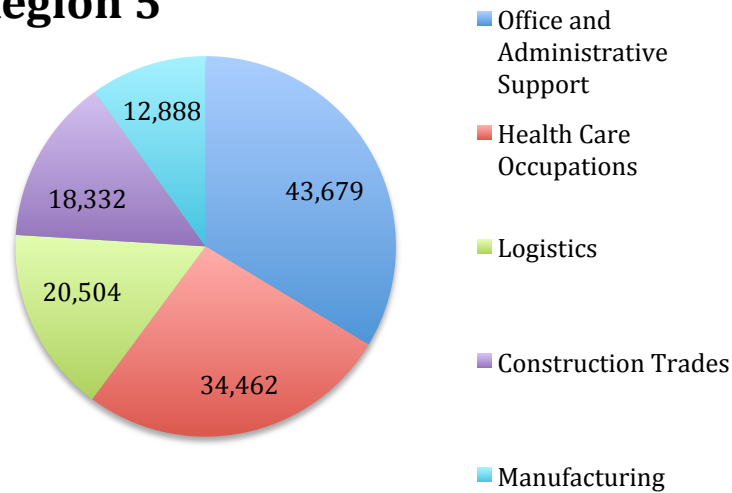
Section 2, Question 3:

What are the area's high-demand, high-wage occupations, as well as the job skills and educational attainment needed for those occupations?

Region 5 has adopted a middle-skills job training policy to meet the demand for the jobs in the chart below.

² Region 9 Plan, Page 5, Emphasis added.

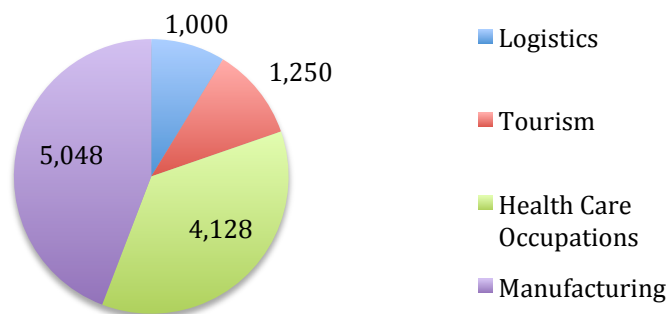
Region 5



Region 8 “is committed to utilizing available funds to train individuals only for occupations that are anticipated to have available job openings and pay a good wage.”³ The region identifies occupations in demand, eligible for Workforce Investment Act training funds, and paying a good wage. The region strives to include training that delivers a credential and makes use of the abundance of local educational facilities.

Region 9 notes that manufacturing employs over 30,000 or one in every 4 people and will produce thousands of available jobs in the next couple of years. These jobs will not represent growth of the industry, but turnover of existing employees. “National workforce development professionals are advocating that public monies be invested in a variety of short-term occupational training methods that emphasize contextualized, industry-specific learning that results in a nationally recognized credential.”⁴

Region 9



Region 11 added the training needed to qualify for the jobs listed in the projected employment categories (see above, page 6). The training ranges from moderate on-the-job training (Construction Laborer) to a Bachelor’s degree for Accountants/Auditors.

Section 2, Question 4:

What industries and occupations within the local area’s economy are expected to grow or decline within the next three years and within the next ten years?

³ Region 8 Plan, Page 6.

⁴ Region 9 Plan, Page 7.

The table below summarizes the responses by region, marking generalized sectors expected to grow or decline by region, using information provided by each region.

Manufacturing is listed as a declining category in three of the four regions. Nearly all other sectors are anticipated to grow, with the exception of retail sales and executives in Region 8.

Region	5	8	9	11
Manufacturing	Decline	Decline	Decline	Grow
Retail (sales)		Decline		Grow
Health Care	Grow	Grow	Grow	
Accommodation, Tourism, and Food & Beverage		Grow	Grow	Grow
Office and Administration	Grow	Grow		Grow
Logistics	Grow	Grow	Grow	Grow
Construction	Grow	Grow	Grow	
Business Occupation Specialists		Grow		
Post Secondary Teachers		Grow		
Computer Specialists		Grow		
Executives		Decline		

Section 2, Question 5:

Does the area have any ‘targeted’ business sectors that are unique from other areas within the State? If so, describe the information and process utilized to establish the ‘targeted’ sector.

Regions 9 and 11 target the Manufacturing sector. Region 9 notes that the manufacturing sector employs 1 of every 4 of its workers stating: “Working with manufacturing employers to ensure that workers are qualified for advanced manufacturing jobs is a top priority.”

Similarly, Region 11 points to two studies of the local economy, the State’s Strategic Skills Initiative and the WIRED grant, as identifying the target sector of Advanced Manufacturing. It is a regional jobs engine, particularly for plastics and chemical manufacturing. Closely related to manufacturing, Logistics is also a targeted sector. Health Care is an important regional sector with “training modules to allow persons to enter the industry, continue education and to move up the ladder to higher skilled and higher paying jobs...”⁵ Energy is cited as a long-term growth sector and Region 11 has advisory groups to assist in developing economic and workforce opportunities.

Regions 5 and 8 target Middle-Skills jobs in all sectors. Region 8 conducts annual research to identify occupations that offer significant employment opportunities with good wages. “Rather than targeting only a few business sectors, the Regional Workforce Board seeks to offer customers a wide array of choices from which to select their career path.”⁶

Region 5 seeks to target actual employment opportunities available through “Preferred Employer Partners”. These partnerships are created in response to employment opportunities and require the employers to work closely with the WorkOne system in identifying real job opportunities that the Workforce Investment Act client may secure. These jobs must be on a middle-skills career

⁵ Region 11 Plan, Page 4.

⁶ Region 8 Plan, Page 8.

pathway and provide an employee with a permanent position, opportunity for advancement, and other benefits.

Section 2, Question 6:

What does the area's workforce look like statistically along the following categories: Demographics, Educational Attainment, and Current High School Graduation Rate?

The workforce in the 35 county region is 1,012,534⁷. Approximately 50.68% of the population is female and 49.32% is male.

Demographics by age:

Population Estimates by Age, 2009	Number	Regional %	State %
Preschool (0 to 4)	131,385	6.6%	6.9%
School Age (5 to 17)	356,056	17.9%	17.8%
College Age (18 to 24)	191,149	9.6%	10.0%
Young Adult (25 to 44)	524,814	26.4%	26.3%
Older Adult (45 to 64)	528,738	26.6%	26.0%
Seniors (65 and older)	254,775	12.8%	12.9%

Sources: U.S. Census Bureau; Indiana Business Research Center

Demographics by race:

Population Estimates by Race and Hispanic Origin, 2009	Number	Regional %	State %
American Indian or Alaska Native Alone	4,419	0.2%	0.3%
Asian Alone	34,140	1.7%	1.5%
Black Alone	63,370	3.2%	9.2%
Native Hawaiian and Other Pac. Isl. Alone	676	0.0%	0.1%
White	1,864,703	93.8%	87.8%
Two or More Race Groups	19,609	1.0%	1.2%
Hispanic or Latino (can be of any race)			
Non-Hispanic	1,941,639	97.7%	94.5%
Hispanic	45,278	2.3%	5.5%

Source: U.S. Census Bureau

For the combined regions, the population by age mirrors the state of Indiana, being only slightly smaller or larger in all categories. Greater variation is seen in race with fewer minorities than the state as a whole.

Region 5 states the 2010 Census show a single county, Hamilton County, contains almost 30% of Region 5's population and grew by over 33%. In addition, the minority population of Region 5 grew by over 132% and now constitutes almost 9% of the region. The graying of the population was demonstrated by the increase from 18% to 21% for persons aged between 50 and 69.

Region 8 reports the Asian minority population of 2.1% is greater than the African American 1.9%.

In Region 9, population increased by 6% during 2000 to 2010, but this is less than the state's increase. The minority community grew by over 65% and now represents almost 5% of the

⁷ June 2011 Hoosiers By the Numbers. Attachment 4.

Region 9 total. Over 10,000 persons of Hispanic descent are in the region, with nearly half that number concentrated in Bartholomew County.

Region 11 holds that the group most in need of Workforce Investment Act services are “...those with less than a ninth grade education and that hold no diploma”⁸, 11.8% of the population, or 32,096 people.

Educational Attainment (High School Diploma or equivalent, Associate, Bachelor, Advanced Degree)

- **Current High School Graduation Rate**

- Region 5 reports that the high school graduation rate is in the high 90% for most of its counties. Madison County is the exception with a dropout rate of over 18%.
- Only four of Region 8’s twenty public high schools had an average graduation rate of less than 80%, with the remainder meeting or exceeding the state’s average of 84.1%.
- In Region 9, 85% of the population aged 25 and over have a high school degree or greater. Dropout rates range from a low in Decatur of 2.2% to a high of 16.7% in Jefferson. Overall, 85% of the population 25 years and older have attained a high school degree.
- Region 11 supplies a chart comparing the educational attainment levels between 1990 and 2000. In 2000, 38.30% of the population over 25 had attained a high school degree.

- **Post Secondary**

- Region 5 reports 39% of adults aged 25 or older have achieved a post-secondary degree.
- Region 8 supplies a graph showing educational attainment of residents 25 years old and older in 2009, stating “Despite the presence of Indiana University and Ivy Tech Community College within the region, nearly three-fourths of these individuals have less than an Associate Degree.”
- In Region 9, 38,700 high school graduates attempted to earn a post-secondary degree but did not complete the requirements. Region 9 concludes, “In all, 76 percent of Region 9’s adult population may be lacking the necessary level of education to succeed in the 21st century labor market.”⁹
- Region 11 focuses its demographic analysis on the educational needs of the population and the positive economic impact of attainment of a degree. Region 11 concludes: “The population groups in most need of Workforce Investment Act services are those with less than a ninth grade education and those that hold no diploma”.¹⁰

⁸ Region 11 Plan, Page 6.

⁹ Region 9 Plan, page 8.

¹⁰ Region 11 Plan, page 5

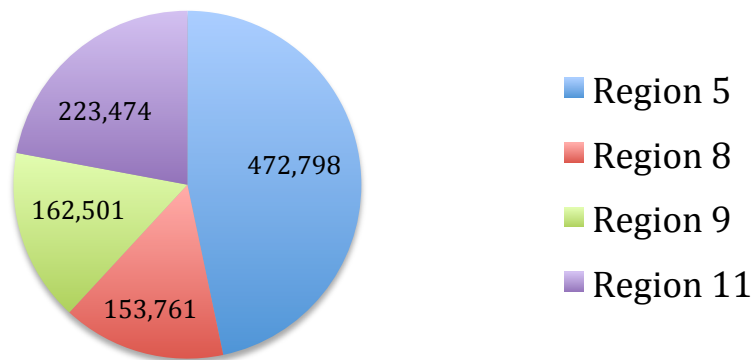
Employed/Unemployed numbers and percentages¹¹

Area	Labor Force	Employed	Unemployed	June 2010 Rate	May 2011 Rate	June 2011 Rate
Indiana	3,152,637	2,885,225	267,142	10.10%	8.30%	8.50%
BOS WIB*	1,012,534	937,309	75,225	8.90%	7.30%	7.40%
Region 5	472,798	438,542	34,256	8.60%	7.10%	7.20%
Region 8	153,761	141,688	12,073	9.10%	7.40%	7.90%
Region 9	162,501	149,126	13,375	10.20%	8.50%	8.20%
Region 11	223,474	207,953	15,521	8.30%	6.90%	6.90%

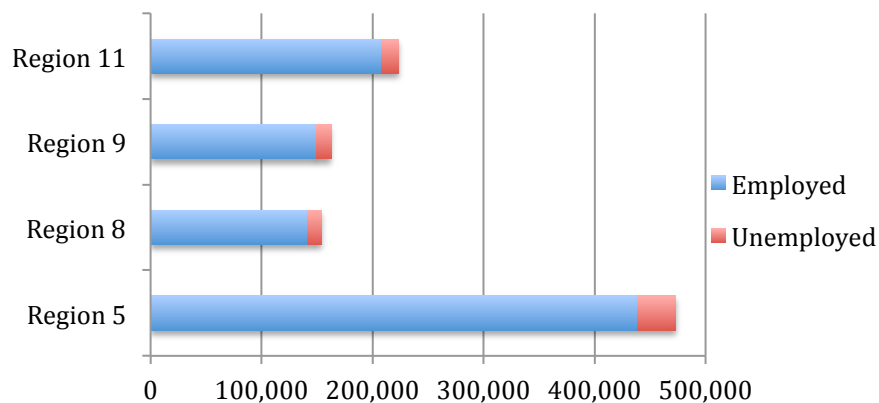
*New Balance of State Workforce Investment Board

This data displayed in graphic form:

Regions 5, 8, 9, and 11 Labor Force

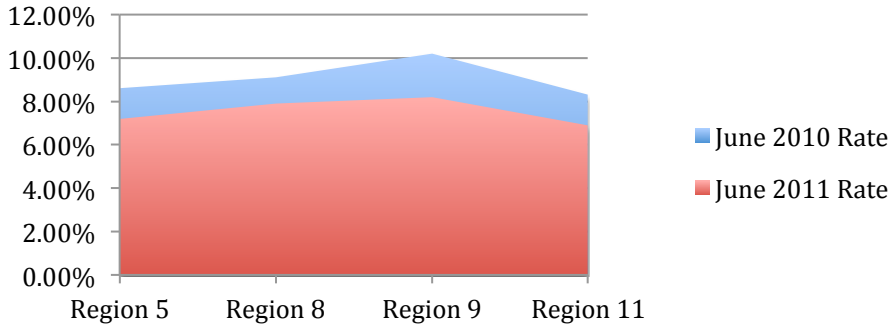


Employed/Unemployed June 2011



¹¹ Hoosiers by the Numbers Labor Market Review, Statistical Data Report for June 2011. Released August 2011. These data are not related to educational attainment.

Regional Unemployment Rate June 2011



Based upon labor market information and demographics, what makes the area unique to its contiguous areas and within the State as a whole?

All four regions point to the need to raise educational levels as a unique challenge. Region 5 explains its emphasis on training for middle-skills jobs and the need for post-secondary educational attainment to meet the demands for these jobs. Region 8 summarizes its challenges by noting the varying levels of education within the region and draws a link between the low average wage per hour and the low educational attainment of the adult population.

Region 5 points to its geographic location and the large size of its population as unique. It completely surrounds the state capitol, the “heart” of Indiana’s economy, and has nearly 50% of the New Balance of State’s workforce and nearly 30% of the entire state’s workforce and employers. Region 5 is different from other regions as it has a diversified economy, unlike other regions’ dependence upon manufacturing.

Region 8 addressed this question with a review of the assets of its business sectors. For example, the manufacturing sector has added life science related jobs. These advanced manufacturing processes replace traditional manufacturing jobs. Tourism offers some unique local attractions, from the offerings of the natural setting, the world-class educational institutions, to the attractions of a casino destination. The jobs created directly and indirectly from the military presence at NSA Crane are fundamentally important to the region. There is a significant effort to nurture entrepreneurship, and Region 9 notes that 60% of the businesses in the region have fewer than 5 employees.

Region 9 points to two metropolitan statistical areas, Columbus and Cincinnati, as making its area unique. A \$38 million initiative underwritten by the Lilly Endowment aids Region 9 in advancing by one level the education, training, job placement and income of residents, mainly in the Columbus area. A consortium of Workforce Boards, The Employers First Regional Workforce Network, serves the Ohio, Indiana, and Kentucky tri-state area near Cincinnati with a collective voice, “recognizing that cross-geographic issues impact the economic vitality of each local area.”¹²

¹² Region 9 Plan, Page 10.

Region 11 states “There must be a systematic approach in assisting both the emerging and existing workforce with identifying a career path, assessing skills, and implementing activities that assist them in navigating their chosen path.”¹³ The region highlights its approach to building skills in individuals and connecting the skills with industry-specific workforce pipelines makes it unique.

SECTION 3: OPERATIONAL PLANS

Section 3, Questions 1 and 2

Provide the address, phone number and hours of operations for each WorkOne office located within the area. Identify which offices are “full service” and “express”.

Please refer to each plan for the list.

- Region 5, page 11
- Region 8, page 11
- Region 9, page 11
- Region 11, page 7

Section 3, Question 3

Does the Workforce Investment Board/Regional Workforce Board use any performance metrics in addition to Common Measures? If so, describe those metrics.

Regions 5 and 9 are implementing:

- % Of Workforce Investment Act clients who received training and obtained employment
- % Of Workforce Investment Act clients who obtained jobs in the field in which they were trained
- % Of those in training who will receive a credential

The goal is to track “how investing its workforce development resources in occupational training impacts a Workforce Investment Act client’s chances of obtaining a job in that relevant field that will lead to a fruitful career pathway”.¹⁴

Region 8 has established target service levels and is “strongly committed to providing the maximum amount of financial assistance possible directly to the customers”¹⁵ with a goal of expending at least 50% of its funds on direct client costs, revised this year to 30% in anticipation of decreased funding.

Region 11 adds the following tracking:

- The number of new customers by month and year-to-date
- Review specific customer services by month and year-to-date
- Individual training contracts by year-to-date

¹³ Region 11 Plan, Page 6.

¹⁴ Region 5 Plan, Page 13.

¹⁵ Region 8 Plan, Page 11.

- Credentials according to type and degree credentials according to field of study
- Monthly regional youth progress report

Section 3, Question 4

Describe how the Workforce Investment Board/Regional Workforce Board will track actual performance against performance goals.

Performance is measured in at least three categories: training completed, credential obtained, employment gained. The regions add to these in various ways, from additional metrics to track the impact of dollars invested in training to measuring customer satisfaction through surveys.

Regions 5 and 9 have initiated studies of the outcomes of the Workforce Acceleration Grant clients. Statistics collected include the number who complete training, the number who secure a credential, and the number who obtain work with the credential that was received through the grant. Using these statistics, the region will develop goals for 2012 and track performance against these goals.

Both regions 5 and 9 are analyzing the impact of services provided in closing the gap in education needs of the workforce.

Regions 8 and 11 submit regular written reports to the Regional Workforce Board comparing goals and outcomes. Region 8 reviews available enrollment, placement, and performance data. Region 11 maintains several committees, which, along with the Regional Workforce Board, interpret and determine the quality, acceptability, and progress of services rendered.

Section 3, Question 5

Part 1: Complete Workforce Investment Act Adult and Dislocated Worker Services Matrix

These matrices outline the Core Services (workshops), Intensive Services (training), Other Activities or Programs (Business services, etc.) and cost allocation associated with the service. The target numbers of clients to be served in each category complete the projections. Refer to the Regional plans as follows:

- Region 5, Attachment B
- Region 8, Attachment 2
- Region 9, Attachment B
- Region 11, Attachment F

Part 2: Describe the criteria to be used by the Workforce Investment Board/Regional Workforce Board to determine if Workforce Investment Act Annual Adults Funds shall be considered "limited."

The policy adopted by the board for Region 5 calls for declaring funds limited in the event that the percentage of Adult Workforce Investment Direct Client Funds remaining is less than the percentage of the year remaining. Upon this declaration, Adult Workforce Investment Act clients earning 100% or less of Economically Disadvantaged Criteria are eligible for Direct Client funding.

Region 8 reviews the funds expended for the past year and compares this to the available funds in the current program year, taking into account the historically high percentage of available

funds expended. It considers past requests to transfer Workforce Investment Act Dislocated Worker funds to Adult funds. This analysis leads to a determination of “limited” or “unlimited”. Upon concluding funds are “limited” a priority scoring system is in effect. For Program Year 2011, funds have been determined to be “limited”.

Region 9’s board will consider Workforce Direct Client Services as limited when 75% of the Adult funds have been obligated. These funds will remain limited until the end of the program year or until program funding levels are replenished.

Region 11’s board follows Department of Workforce Development Policy 2007-25 and generally considers the funds as limited as it meets one or more of the limitations.

Section 3, Question 6

Describe the process that the Workforce Investment Board/Regional Workforce Board will use to ensure priority is provided to veterans and veterans’ spouses, low-income individuals, and recipients of public assistance when Workforce Investment Adult Funds become “limited.”

Region 5 will use a “Priority Index List” to determine priority during times of such restrictions. See Attachment C for the Priority Criteria worksheet.

Region 8 utilizes a “priority index form” and a point scoring system based on veteran status, income sources, and other criteria.

Region 9 utilizes a “Priority Index” with a scoring system to determine the funding an eligible adult may receive during times of restrictions.

Region 11 identifies veterans and spouses upon intake and assesses needs for service and has an established order of service.

Section 3, Question 7

Workforce Investment Act Youth Services: Complete Youth Services Matrix

- Region 5, Attachment D
- Region 8, Attachment 3
- Region 9, Attachment D
- Region 11, Attachment H

Section 3, Question 8

Indicate the number of Youth Service staff persons located within the area.

Region 5: 1 Director, 5 Career Coaches, 5 Jobs for America’s Graduates Specialists, and 1 Jobs for America’s Graduates Specialists Coordinator, a total of 12

Region 8: 6 full time staff equivalents

Region 9: 3 Youth Advisors, 1 Jobs for America’s Graduates provider

Region 11: 10

Section 3, Question 9

Describe specific outreach activities targeted to youth within the area.

The New Balance of State Workforce Investment Board is forming a multi-regional Youth Council. The Council will determine its focus and will also support and add value to the Youth activities as determined by each Regional Workforce Board. In addition, the new Council will work closely with the state Youth Council, supporting its initiatives and coordinating efforts within the service area. The goal is to build strong partnerships with the regional Youth programs and youth employment through leveraging the time and resources of the Youth Council board members individually and as a group.

All regions recruit young people through posters displayed at the WorkOne Centers, in educational settings through posters (of the Jobs for Americas Graduates program), partnership with community organizations through referrals, employer referrals, court referrals, job fairs and other appropriate settings.

Region 5: Summer youth employment program, Work Experience/Internship program, Jobs for America's Graduates Program, Industry Specific Demonstration Programs.

Region 8: Close coordination through relationships with community agencies, schools, and employers among others.

Region 9: Jobs for America's Graduates Program, Summer Employment Opportunities Program, Internships/Paid Work Experience Program, And Post Secondary Scholarship Program

Region 11: In-School Program Recruitment is done for Jobs for America's Graduates. Out of school recruitment is done through coordination with community and judicial entities, schools, and not-for-profits among others. Walk-ins at the WorkOne centers are also recruited.

Section 3, Question 10

How does the Workforce Investment Board/Regional Workforce Board measure the success of Youth Service providers?

Region 5: goal of placement of 45% of job seekers in employment within 90 days and 65% gain in workplace readiness skills.

Region 8: Target of 296 youth to be served, 65% of which must be older youth and have two locally defined "most in need" characteristics. The targeted placement rate is 72%.

Region 9: The Department of Labor's common measures will be used: 66% of all youth placed in employment or education; 50% of youth attain a degree or certificate; 75% of youth gain in literacy and numeracy

Region 11: Through enrollment, Common Measure performance goals, reporting and case system documentation, successful program completion rates. These measures are reported monthly and have follow-up mandates.

Section 3, Question 11

Other Services: How does the Workforce Investment Board/Regional Workforce Board ensure that local staff coordinates activities with the State Rapid Response team/Dislocated Workers Unit to perform the following:

- *Securing and sharing information when there is a possibility of a mass layoff (50 or more workers)?*
- *Coordinating activities where a layoff involves a company that is Trade certified?*

Region 5's Business Consultant will lead the local effort in partnership with the State Rapid Response team. This leadership will determine locations for services, funding sources, provision of information and other actions. The Region 5 board holds that "programs should be structured

to respond to the needs of the region's economic development mission to retain, expand and attract business endeavors to the region.”¹⁶

Region 8's WorkOne Coordinator serves as the Rapid Response Coordinator ensuring all information and coordination will be shared as appropriate.

Region 9 will deploy a Rapid Response Team including the Director of Business Services as the leader and seven other members including the Unemployment Insurance Project Manager, Veteran's Representative, and Small Business Development representative. The Region 9 Rapid Response Team works closely with the Dislocated Worker Unit, reacts quickly to any WARN notices, and keeps the Unit apprised of Rapid Response activities.

Region 11 staff work closely with several partners to learn of impending layoffs and craft a response to the demands of the crisis. When a company seeks the benefits of the Trade Adjustment Act, response efforts are initiated in order to communicate with all affected employees.

Section 3, Question 12

How does the Workforce Investment Board/Regional Workforce Board ensure the coordination of the following programs, at minimum, at each WorkOne?

- *Unemployment Insurance*
- *Trade Act*
- *Title 38 Veterans' Programs*
- *Worker Profiling and Reemployment Services and Reemployment and Eligibility Assessment*

Region 8 explains “...these services are all part of the integrated service delivery model implemented in WorkOne offices throughout the region. Because the integrated service model is designed to offer seamless delivery of services, customers will be able to access these programs by following the normal customer flow process.”¹⁷

Each region describes the programs and the specific requirements of the programs. The regions point to their management teams and partners and describe the approach taken to ensure the timely delivery of program benefits to qualified customers.

Section 3, Question 13

Briefly describe the business services, specifically job recruitment, job posting and job matching services that are offered within the area.

Region 5: The region employs two business consultants to deliver services to the business community. These are added to the service provider staff and state employees also working in this area. The team works to raise awareness among employers and deliver appropriately trained workers. Efforts are concentrated on businesses that pay self-sufficient wages, offer benefits and growth opportunities, and utilize and promote the WorkOne system.

Region 8: The Business Service Consultant and Business Services Team assist business to utilize the available services. The team meets and works with other economic development

¹⁶ Region 5 Plan, page 18.

¹⁷ Region 8 Plan, page 15.

organizations by holding job fairs, delivering labor market information, and providing office space, testing, and support to employers for recruitment purposes.

Region 9: A total of 16 team members deliver services to businesses in the region. From educating the business community about the available resources to hosting job fairs, many other acts of partnership occur on a routine basis.

Region 11: Works with job seekers and employers by promoting Indiana Career Connect and employers through efficient use of the program's capabilities.

Section 3, Question 14

Describe how the Workforce Investment Board/Regional Workforce Board will ensure that veterans' priority of service will be carried out within the local area.

"Individuals who have served in active Military, Naval or Air Service, and spouses of Veterans who are discharged under other than dishonorable conditions are eligible to receive Veterans' priority for services."¹⁸ Each region has appropriate signage at the centers informing Veterans of their eligibility for service and adheres to state policy. The regions note their understanding of the programs available to veterans and spouses and their efforts to deliver the services.

Region 5: Attachment G defines the Priority of Service Policy.

Region 8: In addition to appropriate signage and staff guidance, activity reports are provided for the management team's review.

Region 9: Attachment E is the Priority of Service Policy

Region 11: Veteran representatives are located in both the Vincennes and Evansville offices.

SECTION 4: KEY PARTNERSHIPS

Section 4, Question 1

Complete Key Workforce Investment Board/Regional Workforce Board Partnership Matrix

The matrices describe the name of the partner, a description of the partnership and shared customers and/or interests. Examples of the partnerships each region maintains are touched upon here; for further information, see each plan's Key Partnership matrix as there are many more partners revealing deep resources within each region.

Region 5 partners with Atterbury Job Corps to assist young people ages 16 through 24 with career technical and academic training and employment opportunities.

Region 8 has a partnership with the Brown County Probation Department. The Department refers individuals recently released from jail and the partners work to assist these individuals to gain successful employment.

¹⁸ Region 8 Plan, page 17.

Region 9 partners with the Community Education Coalition, focused on aligning and integrating the Columbus, Indiana and region's community learning system with economic growth and a high quality of life. The region assists with grants, refers clients, and employers.

Region 11 has a partnership with the Chamber of Commerce of Southwest Indiana-Vanderburgh County and mutually employs staff to assist business and job seekers.

- Region 5, Attachment H
- Region 8, Attachment 4
- Region 9, Attachment F
- Region 11, Attachment I

The Memorandum of Understanding of the New Balance of State Workforce Investment Board is attached as Attachment 1. This documents formally records the Workforce Investment Act required partners.

Describe how the Workforce Investment Board/Regional Workforce Board partners with economic development entities within the local area and at the state level.

Each region reports strong partnerships with local economic development organizations. Regions 5 and 8 show that economic development officials are also members of the Regional Workforce Board. The many joint meetings and partnerships help coordinate retention and expansion, to develop new employment opportunities, and to assist in developing recruitment and training plans. The delivery of labor market information to the other economic development organizations also promotes partnership.

Region 9 works with a consortium of Ohio, Kentucky and Indiana Workforce boards and Northern Kentucky Chamber of commerce to determine skills gaps and how to address the gaps. Region 11 is co-located with other economic development partners in the same building and shares a staff member with the Evansville Chamber of Commerce and also the Perry County Development Corporation.

SECTION 5: BUDGET

Section 5, Question 1

Attach a copy of the Workforce Investment Board or Regional Workforce Board and its Workforce Investment Act service providers proposed budgets for Program Year 2011 using 2010 allocation information.

Section 5, Question 2

Describe how the Workforce Investment Board or Regional Workforce Board monitors its annual budget and the budgets of its service providers.

The regional boards review, approve, and monitor all annual spending. Each region contracts with a Fiscal Agent to hold, disburse, and track all Workforce Investment Act funds. All four regions contract with Crowe, Horwath for this service.

The regions' fiscal agent presents and reviews a detailed report first to each finance committee and then to each board at regularly scheduled meetings. The board meetings are advertised on

regional websites and open to the public. Two of the four regions currently have monthly meetings; one has bi-monthly meetings; the fourth region has quarterly meetings. The regional board exercises authority to approve, modify, or deny all payments.

In addition to board review, annual financial audits are conducted by a contracted outside entity. The Department of Workforce Development also conducts periodic review of the financial records.

The New Balance of State Workforce Investment Board will meet and review its budget expenditures as a regular agenda item from a standardized monthly budget report form. The Indiana Department of Workforce Development serves as Fiscal Agent. The board action serves to approve, modify, or deny all expenditures.

Workforce Investment Act funding regulations currently restrict administration costs at 10%, a rule that applies to the regions as well as the workforce investment board. Regions are able to under expend in administration and move the remaining funds to program costs. Region 8 reports it makes use of this flexibility.

Budgets are attached as follows:

- Workforce Investment Board, Attachment 2
- Region 5, Attachment I
- Region 8, Attachment 6
- Region 9, Attachment G
- Region 11, Attachment J

Section 5, Question 3

Describe how the Workforce Investment Board and Regional Workforce Board will ensure that administrative spending is kept to a minimum.

- *Explain how Workforce Investment Act administrative funds will be utilized, including projected expenditures for the following categories:*
 - *Staffing (administrative cost)*
 - *Travel*
 - *Outreach*
 - *Other (describe)*
 - *Provide any policies/procedures the Workforce Investment Board or Regional Workforce Board will utilize to approve the following:*
 - *Hiring of staff*
 - *Travel*

The New Balance of State Workforce Investment Board adheres to both the Workforce Investment Act and Indiana Statute to adopt policy and allocate funds to the regional workforce boards. Every effort to reduce the costs of the new board is undertaken, as it is well understood that every dollar spent on board administration is one less dollar available for the regional programs. For example, the New Balance of State Workforce Investment Board will utilize the Department of Workforce Development as Fiscal Agent. This approach meets with approval from the US Department of Labor and saves administrative dollars. In addition, the board operates on a lean basis with a single staff member. Regional staff members assist at Workforce Investment Board meetings to further contain costs and to form a close partnership.

The New Balance of State Workforce Investment Board travel is in accordance with state policy 2010-14 found at:

http://www.in.gov/dwd/files/DWD_Policy_2010-14.pdf.

This policy sets limits for mileage below the IRS amount, requires use of rental vehicles for longer mileage trips, caps the amount allowed for hotel rooms, and places other controls on travel costs.

Outreach efforts will seek to maximize communication and education while minimizing costs. Information will be shared electronically with board members, regional workforce board members, operators and service providers, and other interested parties. Use of free social media platforms will be explored for additional communication avenues. The New Balance of State Workforce Investment Board will maintain a webpage on the Department of Workforce Development site at no cost. Meetings will be held in no-cost venues.

Outreach to elected officials is an important aspect of the work of the New Balance of State Workforce Investment Board. Efforts are made to include and inform the elected officials. This includes visiting the officials individually, attendance at public meetings, distribution of information detailing program availability, and requesting nominations for board vacancies. The goal is to create a strong partnership with the elected officials to promote workforce development resources and effectiveness in the community.

The New Balance of State Workforce Investment Board assists the Regional Workforce Boards by sharing best practices, both to contain costs and increase program effectiveness. Future actions could include joint bidding for items such as annual audit costs or fiscal agent, for some or all of the Regional Workforce Boards.

As submitted in the regional plans, Regions 5 and 9 describe actions to contain administrative costs by cutting staff (two in Region 5; one in Region 9), re-negotiation of lease expenses, and travel cost cutting efforts in a new reimbursement policy including outreach through webinars and conference calls. Regions 5 and 9 contain administrative costs through shared staff (see the organizational charts for more information).

All regions point to the competitive procurement process as a way to contain costs. Region 11 elaborates that contract negotiations are an effective tool within the competitive procurement process that serve to minimize duplications.¹⁹

Region 8 reports it routinely under-expends on administrative costs allowing re-allocation of funds to fill gaps in program needs. Region 8 takes action to specify the percentage of funds that its service providers may expend on various categories. Region 9 cut administrative costs through procurement of one service provider for both Adult/Dislocated Worker and Youth. In addition, Regions 5 and 9 lease expenses were cut, and bundled telephone and Internet services in the WorkOnes allowed for additional savings.

Outreach:

¹⁹ Region 11 Plan, page 20.

No costs are directly associated with Outreach in the Regional Workforce Budgets. Regions 5 and 9 did not discuss this question; Regions 8 and 11 indicated that Outreach is a function of the daily interaction of the Service Providers and WorkOne Coordinators.

Other:

Region 8 indicated cost of audits of the Board and Regional Operator and legal fees are contained in this category.

Section 5, Question 4

Provide any policies/procedures the Workforce Investment Board and Regional Workforce Boards will utilize to approve the following:

- *Hiring of staff*
- *Travel*

The New Balance of State Workforce Investment Board employs a single staff member. Procurement is in accordance with the state hiring policy. Travel approval is in accordance with state policy.

The Regional Workforce Boards do not employ staff and rely upon the Regional Operators to provide contractual staff. The Boards use the competitive procurement processes to acquire Operators and other service providers.

Regions 5 and 9 provide formal travel policies; Regions 8 and 11 reimburse reasonable and directly related expenses through board approval.

SECTION 6: GOVERNANCE AND STRUCTURE

Section 6, Question 1

Describe how the Workforce Investment Board and Regional Workforce Board consulted with members of the public, including local elected officials, representatives of business, labor, and economic development prior to the submission of this plan.

The Regional Workforce Boards took a variety of steps to gain input. Every region presented the draft plan to the board for approval. Regions 5 and 9 called together the local economic development organizations to solicit comments in addition to posting on their websites. Region 8 posted the draft plan on their website for review and comment and sent emails to local elected officials and economic development specialists asking for input. Region 11 visited regional mayors and attended county commission meetings to present the draft plan. In addition, Region 11 held meetings with local Chambers of commerce, the Central Labor Council, and economic development groups. Region 11 presented it to the regional board's sub-committee meetings.

The New Balance of State Workforce Investment Board creates its document from the submitted regional plans that have had the benefit of community review. The Regional Operators were provided with a draft document; three regions submitted comments that were incorporated into the final document.

Section 6, Question 2

Describe the role of the local elected officials in the governance and implementation of the Workforce Investment programs in the local area. (Attach a copy of the Local Elected Officials' Agreement and the County Chief Elected Officials' agreement.)

The New Balance of State Workforce Investment Board recognizes the importance of the role of the elected officials for overall direction of workforce development activities and in the economy. An active program of meeting with the elected officials in the region is important to create a partnership. These meetings will transmit economic data, reports on the available programs, and solicit input for planning purposes. These activities will supplement and complement the actions of the regional boards. Elected officials are active in nominating members for board membership; one member of the board is a mayor. Three nominee members of the Youth Council are elected officials.

Regions 5, 8, and 9 explain the role of elected officials as serving on the executive council and selecting a "Regional Elected Official". The elected officials appoint members of the Regional Workforce Board when vacancies occur in accordance with statutory procedure. The elected officials are invited to board meetings.

Region 11 annually attends county commission public meetings and meets with mayors throughout the year. In addition, elected officials are invited to special bi-annual meetings to discuss programs and outcomes.

Section 6, Question 3

Who is the chief elected official for the area, and how is liability for the misuse of Workforce Investment Act funds assumed by the local elected officials?

The Chief Elected Official for the Workforce Investment Board service area is the Governor of Indiana, Mitchell E. Daniels, Jr. As such, the Governor assumes all responsibility for the misuse of Workforce Investment Act funds. This is seen as a major benefit for the individual regions.

The Chief Elected Official for each region is:

Region 5: John Richwine, Madison County Commissioner

Region 8: Shawna Girgis, Mayor of the City of Bedford

Region 9: Craig Luedeman, Mayor of the City of Seymour

Region 11: Jonathan Weinzapfel, Mayor of the City of Evansville

The regional Chief Elected Official represents all elected officials in the region in workforce development matters.

Section 6, Question 4

Identify who the fiscal agent or entity responsible for the disbursal of Workforce Investment grant funds is in the local area

New Balance of State Workforce Investment Board

Name:	Randy Gillespie, Chief Financial Officer
Organization:	Indiana Department of Workforce Development
Address:	10 N Senate Avenue SE 302 Indianapolis, IN 46204
Telephone Number:	317-232-7675
E-mail address:	RGillespie@dwd.in.gov

Region 5

Name: Carla Crowe
Organization: Crowe and Horwath
Address: 3815 River Crossing Parkway, Suite 300
Indianapolis, IN 46240-0977
Telephone Number: 317-225-2571
E-mail address: Carla.Crowe@crowehorwath.com

Region 8

Name: Scott Nickerson
Organization: Crowe Horwath
Address: 3815 River Crossing Parkway, Suite 300
Indianapolis, IN 46240-0977
Telephone Number: 317-706-2693
E-mail address: scott.nickerson@crowehorwath.com

Region 9

Name: Carla Crowe
Organization: Crowe and Horwath
Address: 3815 River Crossing Parkway, Suite 300
Indianapolis, IN 46240-0977
Telephone Number: 317-225-2571
E-mail address: Carla.Crowe@crowehorwath.com

Region 11

Name: Nancy Begle
Organization: Crowe Horwath
Address: 1149 S Balthazar Drive
Santa Claus, IN 47579
Telephone Number: 812-544-2121
E-mail address: nancy.begle@crowehorwath.com

Section 6, Question 5

Describe the nomination and selection process used to appoint members to the workforce investment board.

The New Balance of State Workforce Investment Board began the process by sending a letter signed by the Chairperson of the State Innovative Council, Paul Perkins. The letter was sent to mayors, presidents of town councils, and to the president of the county commission in each of the region's thirty-five counties. The letter announced the formation of the new workforce investment board and invited the participation of these elected officials in nominating members.

In addition, contacts were made with locally elected officials, Chambers of Commerce, economic development agencies, and labor unions throughout the workforce development area to surface nominees. The regional workforce boards and operators also submitted nominees. Meetings were held with elected officials to seek their participation and to further inform them on the new investment board.

Section 6, Question 6

Using available workforce data, describe how business representatives that serve on the Workforce Investment Board are appointed to accurately reflect the employment opportunities

(primary industries, business size) and the geographic diversity of the local workforce service area.

The New Balance of State Workforce Investment Board used March 2011 data from Hoosiers by the Numbers “quick stats” to research the top occupations by growth and the top ten employers in the four regions. The following information was revealed:

Top Ten Occupations by Growth

5*	8	9	11
Registered Nurses	Graduate Teaching Assistants	Team Assemblers	Registered Nurses
Customer Service Reps	Food Prep, servers	Registered Nurses	Food Prep, servers
Food Prep, servers	Registered Nurses	Retail Salespersons	Retail Salespersons
Janitors, Cleaners	Home Health Aides	Food Prep, servers	Customer Service
Truck Drivers	Retail Salespersons	Home Health Aides	Personal/home care aides
Retail Salespersons	Maids, Housekeeping	Office Clerks	Nursing Aides
Laborers and freight movers	Office Clerks	Truck Drivers	Janitors, cleaners
Office Clerks	Wait staff	Shipping Clerks	Truck Drivers
Landscaping/Groundskeeping	Janitors, Cleaners	Nursing Aides	Office Clerks
Bookkeeping, Accounting, Auditing	Nursing Aides	Janitors, Cleaners	Sales Reps

*Includes Marion County

Of the top forty regional growing occupations, ten are medical, six are manufacturing or warehousing, and three of the four regions show food preparation and servers in the top three growth occupations.

The major employers by region are:

5**	8	9	11
Conseco Inc. + Sallie Mae Loan Svc & Data Resort Club International St. John's Surgery Center Keihin North America Atterbury Reserve Forces Community Hospital Anderson Knauf Fiberglass GMBH Bankers National Life Johnson Memorial Hospital **Does not include Marion Co.	U S Naval Weapons Support Center Cook Group, Inc. General Electric AFSCME Perdue Farms Baxter Healthcare Pharmaceutical Visteon Corporation Crane Army Ammunition GM Powertrain Paoli Inc., Warehouse	Argosy Casino Hotel Columbus Regional Hospital Hill-Rom Co Geocom Corporation Alsin USA Manufacturing Batesville Casket Belterra Casino Wal-Mart Distribution Center Cosco Cummins, Inc.	Whirlpool-- closed Toyota St. Mary's Hospital Deaconess Hospital Mead Johnson Alcoa Bristol-Myers USI Good Samaritan Hospital TJ Maxx Warehouse

A review of the top employers shows:

- 12 manufacturing
- 11 medical or medical related
- 4 warehouse/distribution
- 3 military related
- 3 tourist
- 3 financial
- 1 education
- 1 agriculture
- 1 union

Using this information as a guide, nominations were sought from business representing these sectors and with a regional balance to achieve the following balance:

- 6 manufacturing
- 5 medical
- 2 warehouse/distribution
- 2 retail
- 2 food preparation and servers
- 1 military
- 1 tourist
- 1 financial institution

This exercise focused the process and resulted in surfacing nominees in nearly every category and representative of each region. To further emphasize the balance of the regional interests, one member from each regional workforce board was nominated to serve on the investment board. The composition of the board ultimately rests upon the availability of individuals, the nominations brought forth, and selection by the Chief Elected Official.

Section 6, Question 7

Attach a copy of the Workforce Investment Board, Regional Workforce Board by-laws.

The following information, at minimum, is required in the bylaws:

- *Quorum rules, establishing that at least 50% of members attending in-person constitutes a quorum*
- *Attendance rules*
- *Membership terms*
- *Identification of board officers and election procedures*
- *Description and duties of any Workforce Investment Board or Regional Workforce Board subcommittees (Youth Council mandatory for Workforce Investment Boards)*
- *Voting rules*
- *Describe what constitutes a conflict of interest to a board member and what actions will be taken by the board member in the event of a conflict of interest.*
- *Describe how the Workforce Investment Board or Regional Workforce Board and any of its subcommittees comply with Open Door Laws, including the requirement that*

Workforce Investment Board and Regional Workforce Board and subcommittees' minutes will be posted online for public inspection.

- *Rules for amending by-laws*

The New Balance of State Workforce Investment Board By-Laws are Attached as Attachment 3.

Regional by-laws are at:

Region 5: Attachment L

Region 8: Attached without number

Region 9: Attachment J

Region 11: Attachment L

Section 6, Question 8, part 1

Provide a description of the Workforce Investment Board's/Regional Workforce Board's support and administrative staffing.

Complete a chart indicating the compensation of the top five paid individuals employed by the Workforce Investment Board/Regional Workforce Board, or employed by any entities using Workforce Investment Act funds to provide administrative or staff support to the Workforce Investment Board/Regional Workforce Board.

Workforce Investment Board

Board Name: New Balance of State Workforce Investment Board

Executive Compensation: New Balance of State Workforce Investment Board					
	Staff Person Name	Salary	Benefits	Bonuses	Total Annual Compensation
1	Cheryl Musgrave	\$ 70,000	\$ 29,400	\$-0-	\$ 99,400

Regional Workforce Boards

Board Name: Central Indiana Regional Workforce Board

Executive Compensation: Region 5					
	Staff Person Name	Salary	Benefits	Bonuses	Total Annual Compensation
1	Tony Cross	\$ 85,000	\$ 6,983	\$ -0-	\$ 91,983
2	Sara Gutting	\$ 70,000	\$-0-	\$-0-	\$ 70,000
3	Lori Henry	\$ 65,000	\$ 9,969	\$-0-	\$ 74,969
4	Alison Cole	\$ 60,000	\$ 4,987	\$-0-	\$ 64,987
5	Carolyn Bunzendahl	\$ 56,000	\$ 6,983	\$-0-	\$ 62,983
	Total	\$336,000	\$28,922	\$-0-	\$364,922

Board Name: South Central Region 8 Workforce Board, Inc.

Executive Compensation: Region 8					
	Staff Person Name	Salary	Benefits	Bonuses	Total Annual Compensation
1	Marian Judd	\$ 96,692	\$ -0-	\$ -0-	\$ 96,692
2	Shannon Laurent	\$ 95,278	\$ -0-	\$ -0-	\$ 95,278
3	John Corcoran	\$ 92,385	\$ -0-	\$ -0-	\$ 92,385
5	Richard Rampley	\$ 71,315	\$ -0-	\$ -0-	\$ 71,315
	Total	\$355,670	\$ -0-	\$ -0-	\$355,670

Board Name: Indiana Region 9 Workforce Board, Inc.

Executive Compensation: Region 9					
	Staff Person Name	Salary	Benefits	Bonuses	Total Annual Compensation
1	Richard "Bart" Brown	\$ 80,000	\$ 7,727	\$ -0-	\$ 87,727
2	Kirk Kuhn	\$ 65,000	\$ 6,983	\$ -0-	\$ 71,983
3	Amy Lay	\$ 52,500	\$ 6,481	\$ -0-	\$ 58,981
4	Michele Bowman	\$ 55,000	\$ -0-	\$ -0-	\$ 55,000
5	Carla Harsin	\$ 45,000	\$ 3,495	\$ -0-	\$ 48,495
	Total	\$297,500	\$24,686	\$ -0-	\$322,186

Board Name: Grow Southwest Indiana Workforce Board, Inc.

Executive Compensation: Region 11 Board					
	Staff Person Name	Salary	Benefits	Bonuses	Total Annual Compensation
1	Jim Heck	\$ 97,850	\$ 9,992	\$ 1,000	\$108,842
2	Kay Johnson	\$ 51,500	\$ 6,221	\$ 400	\$ 58,121
3	Mary Hamilton	\$ 48,410	\$ 9,260	\$ 300	\$ 57,970
4	Sara Huelsman	\$ 46,350	\$ 5,563	\$ 400	\$ 52,313
5	Linda Jones	\$ 41,200	\$10,509	\$ 500	\$ 52,209
	Total	\$285,310	\$41,545	\$ 2,600	\$329,455

Section 6, Question 8, part 2

Attach a Workforce Investment Board/ Regional Workforce Board Organization Chart, and provide a brief description of the key responsibilities of all Workforce Investment Board or Regional Operator staff persons.

New Balance of State Workforce Investment Board

- *Executive Director:* Cheryl Musgrave

- Key Responsibility description: Provides leadership and assistance to the board, prepares reports, budgets, and presentations. Serves as a liaison with the State Workforce Innovation Council, Regional Workforce Boards, and local elected officials. Assists regional workforce boards with communication with the US Department of Labor.

The regions present the following information in each individual plan:

Region 5

- President/CEO (part-time): Bart Brown
 - Provides advice and counsel in the management all state and regional workforce development directives and initiatives to ensure that Region 5 is a robust workforce development system.
- Senior Vice President/Executive Director of Region 5: Tony Cross
 - Provides total oversight and has responsibility for all programs operated by the CIRWB; manages the Regional Operator staff Region 5. Serves as the lead liaison to the Regional Workforce Board, local elected officials and other economic and business stakeholders in Region 5.
- Vice President of Public Policy and Programs (4/5th time): Alison Cole
 - Advises the Regional Workforce Board and REACH staff on public policies pertaining to workforce development, adult education, higher education and public work support systems. Tracks current national, state and local economic/workforce development indicators and public policies in order to ensure that the board, REACH and its service providers deliver up-to-date, result-proven services to the under- and unemployed public.
- Vice President of Education Solutions/Director of Adult Education: Sara Gutting
 - Identifies and disseminates resources available to ABE/GED eligible youth and adults and coordinates efforts between adult education providers, career counselors and clientele in accordance with the Workforce Investment Act (WIA) program guidelines. Oversees and coordinates the WIA I voucher program for Region 5. Creates and monitors WorkOne workshops and training programs delivered by the service provider.
- Director of Operations: Lori Henry
 - Directs and oversees operations of all Regional WorkOne centers. Develops specific goals to organize and manage WorkOne office customer flow and performance expectations, develops and monitors integrated services budgets, manages the Regions' TrackOne system and ensures compliance with all rules and regulations.
- Business Services Manager (Two): Ed Miller and Donna Lord
 - Promotes and markets business services to the business community/employers; manages the Business Services Recruiter Team. Responsible for Regional Rapid Response activities, WorkKeys applications and processing applications for training funds submitted by businesses, in particular OJT training contracts. Also serve as REACH Center Managers in the North and South. (See job description below.

- Youth Director: Briana Morse
 - Design, implement, and manage youth programs including the management of the Jobs for America's Graduates program, work experience and summer employment opportunities. Identifies and disseminates resources available to eligible youth.
- Director of Quality Assurance & ITAs (4/5th time): Carolyn Bunzendahl
 - Directs and administers quality assurance and grant writing efforts. Develops, disseminates and collects loyalty/satisfaction surveys, calculates scores, analyzes data and prepares reports. Ensures compliance of ITA requests to budget and regional plan. Coordinates and tracks Mindleaders activities.
- Assistant Director of Policies and Programs: Matthew Tucker
 - Assists with developing and revising existing policies and procedures. Organizes the On-the-Job Training master agreements and approves voucher payments for same. Directs monitoring of all service providers; compiles monthly reports on Workforce Investment Act funded programs.
- Executive Administrative Assistant: Pat Van Selow
 - Manages and ensures efficient operation of all general office/clerical activities. Manages board correspondence, including scheduling meetings, preparing agendas and minutes. Keeps detailed records of timesheets, expense reports and invoices.
- IT/Network Administrator (Half Time): Richard Greathouse
 - Manages information technology and all regional computer network hardware, software and telecommunications devices. Provides training to users on software and equipment usage. Develops and maintains websites.
- Veteran Program Manager (Half Time): Jon Steinbach
 - Manages a Veteran grant program on behalf of the Central Indiana Regional Workforce Board, Inc. Provides professional development training to staff. Review and modify grant contracts, monitored grant availability and budgeted funds for training and supportive services. Coordinate local companies' involvement with disabled and non-disabled Veteran Employment.
- Chief Legal Officer (Half Time): Connie Berry
 - Responsible for developing, coordinating and overseeing all contracts, grants, leases and other legal documents flowing through REACH, Inc., as well as the two Regional Workforce Boards we serve.

Region 8

Regional Operator – CLJ Associates, LLC

- John Corcoran – Board Maintenance, Minutes, Agendas, Regional Elected Official contact, Primary DWD Contact, CLJ Accounting, Procurement, Monitoring, Invoice Approval

- Shannon Laurent – WorkOne Operations, Monitoring, Leadership Team Chair, Operations Reports to Board, Primary Youth Program Contact, CLJ Budget, Plan/Grant Writer
- Tina Judd – Data Management, Case Management Elite User, Monitoring, EEO Officer, Service Provider Training, Continuous Monitoring of Service Provider Data

WorkOne Coordinator – Rampley Consulting

- Richard Rampley – Business Consultant, Leadership for Business Services Team, Coordinates WorkOne Activities, Rapid Response, JOBS, Marketing to Employers

Region 9

- President/CEO of REACH, Inc.: Bart Brown
 - Provides daily oversight and management for Region 9, managing all state and regional workforce development directives and initiatives. Also serves as the direct liaison to local elected officials, as well as economic development and business leaders, who have stakes in creating a robust workforce development system in the region.
- Director of Operations/Business Services: Kirk Kuhn
 - Directs and oversees operations of all Regional WorkOne centers. Develops specific goals to organize and manage WorkOne office customer flow and performance expectations, develops and monitors integrated services budgets, manages the Regions' TrackOne system and ensures compliance with all rules and regulations. Directs and promotes the development of regional, economic and Workforce Development business services strategies and programs. Responsible for Regional Rapid Response activities, WorkKeys applications and processing applications for training funds submitted by businesses. Provides direct supervision/management to the Project Manager.
- Director of Youth Services & Adult Basic Education: Michele Bowman
 - Design, implement and manage youth programs including the management of the Jobs for America's Graduates program, work experience and summer employment opportunities. Identifies and disseminates resources available to ABE/GED eligible youth and adults and coordinates efforts between adult education providers, career counselors and clientele in accordance with the Workforce Investment Act (WIA) program guidelines. Oversees and coordinates the WIA I voucher program.
- Director of Facilities: Amy Lay
 - Oversees all Full Service and Express WorkOne Offices, providing coordination direction to the service provider and state staff. Manage the WorkOne facilities, including the leases, maintenance, and the inventory.
- WorkOne Center Managers (Two): Mike Tompkins, Carla Harsin
 - Functionally manages the day-to-day activities and operations of the WorkOne office. Ensures that the WorkOne office meets all customer service standards and performance metrics.

- *Project Manager:* Angela Black
 - Plans, directs, and coordinates activities of designated projects to ensure that goals or objectives of project are accomplished within prescribed time frame and funding parameters. Provides program direction, marketing and reporting for all projects.
- *Executive Administrative Assistant:*
 - Manages and ensures efficient operation of all general office/clerical activities. Handles all board correspondence including scheduling meetings, preparing agendas and taking/transcribing minutes. Keeps detailed records of timesheets, expense reports and invoices.
- *Director of Veteran's Programs (half time):* Jonathan Steinbach
 - Manages a Veteran grant program (VWIP) on behalf of the Indiana Region 9 Workforce Board, Inc. Provides professional development training to workforce staff. Review and modify grant contracts, monitor grant availability and budgeted funds for training and supportive services. Coordinate local companies' involvement with disabled and non-disabled Veteran employment.
- *IT/Network Administrator (half time):* Richard Greathouse
 - Manages information technology and all regional computer network hardware, software and telecommunications devices. Trains users on software and equipment usage. Develops and maintains websites.
- *Chief Legal Officer:* Connie Berry
 - Develops, coordinates and oversees all contracts, grants, leases and other legal documents flowing through REACH, Inc. and the Regional Workforce Boards. Assures that all state and federal regulatory compliance issues are addressed. Assists the President with maintaining a relationship between local elected officials and the Regional Workforce Board.
- *Vice President of Public Policy and Programs:* Alison Cole
 - Advises the Region 9 Workforce Board and REACH staff on public policies pertaining to the arenas of workforce development, adult education, higher education and public work support systems. Tracks current national, state and local economic/workforce development indicators and public policies.

Region 11

- *President and Vice President:* Thomas P. Miller, Roy Vanderford
 - Provides overall strategic planning for Region 11's RWB. Identifies national workforce development trends. Evaluates successful workforce development initiatives for applicable utilization in Region 11.
- *Executive Director:* Jim Heck
 - Manages the day-to-day operations of the Regional Operator. Provides staff support at Regional Workforce Board and committee meetings. Plans and directs all aspects of the organizations operational policies, objectives and initiatives.
- *Operation Manager:* Kay Johnson
 - Creates and maintains a performance management system with associated metrics

for all contractors of the Regional Workforce Board. Supervises Performance Monitoring Specialists. Manages day-to-day operations of the System Performance team. Creates and maintains standard operating procedures in compliance with state, federal and local policies.

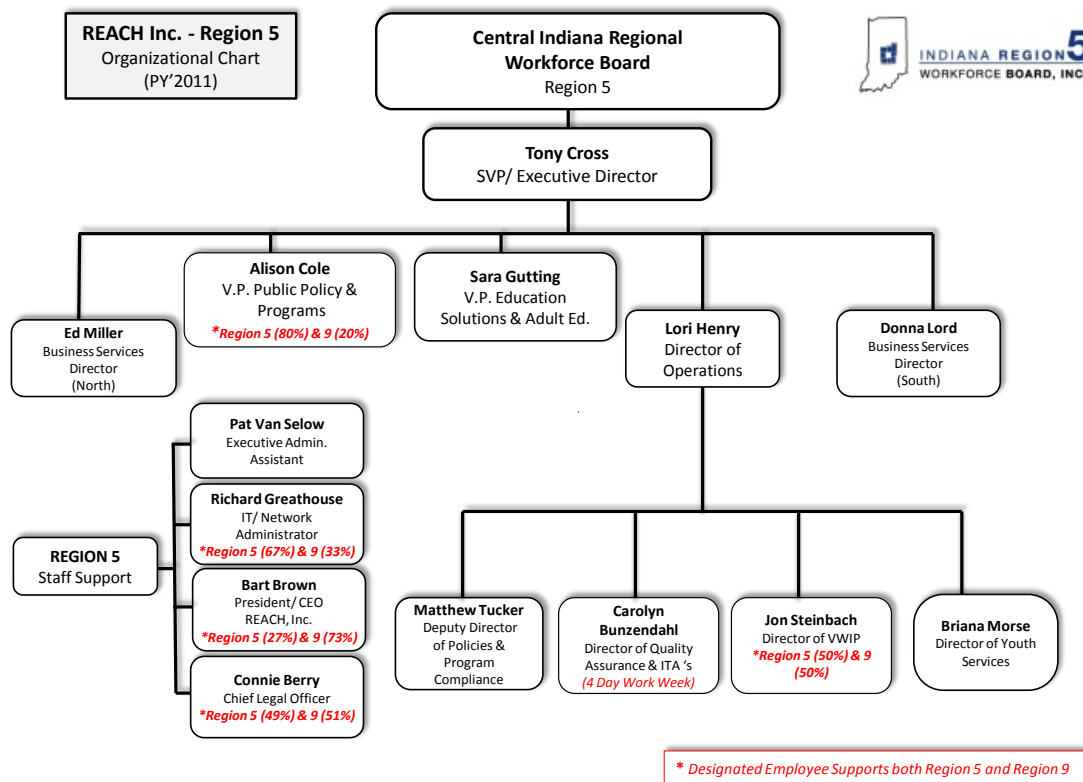
- *Business Services and Communications Manager:* Sara McCarty, Pam Martin
 - Develops and maintains relationships with local employers. Supervises Business Services and Communication Specialists and Intern Representatives. Conducts employer outreach and coordinate activities to optimize employment opportunities and available services for customers. Builds relationships with chambers and economic development groups. Develops and maintains communication to region through newsletters and websites.
- *Finance Manager:* Linda Jones
 - Manages the Regional Operator finances, grants and contracts. Manages the Regional Operator bank account recording receipts and disbursements. Prepares budgets for grants and modifications to grants. Procures and prepares contracts and modifications. Serves as liaison to the Fiscal Agent. Serves as the Equal Employment Officer.
- *Administrative Assistant:* Lindsey Byers
 - Provides administrative support to the Executive Director. Plans, schedules, announce, coordinates and records meetings. Drafts and edits reports, presentations and other documents. Maintains required corporate, RWB and Local Elected Officials documents.
- *Planning Manager:* Christine Prior
 - Facilitates the collaboration of educators, business leaders, economic developers and workforce professionals to lead to regional solutions and programs. Builds and maintain relationship with community leaders. Identifies public and private funding sources. Develops and writes plans for funding requests. Prepares request for proposals.
- *Performance Monitoring Specialist:* Christine Bryant
 - Data validation and monitoring of all service providers and subcontractors. Serves as a master user on the TrackOne data tracking system. Monitors TrackOne performance data. Conducts monitoring of the WorkOne sites for TrackOne compliance. Prepares monitoring reports. Compiles monthly and year-to- date reports of TrackOne data.

Organizational Charts

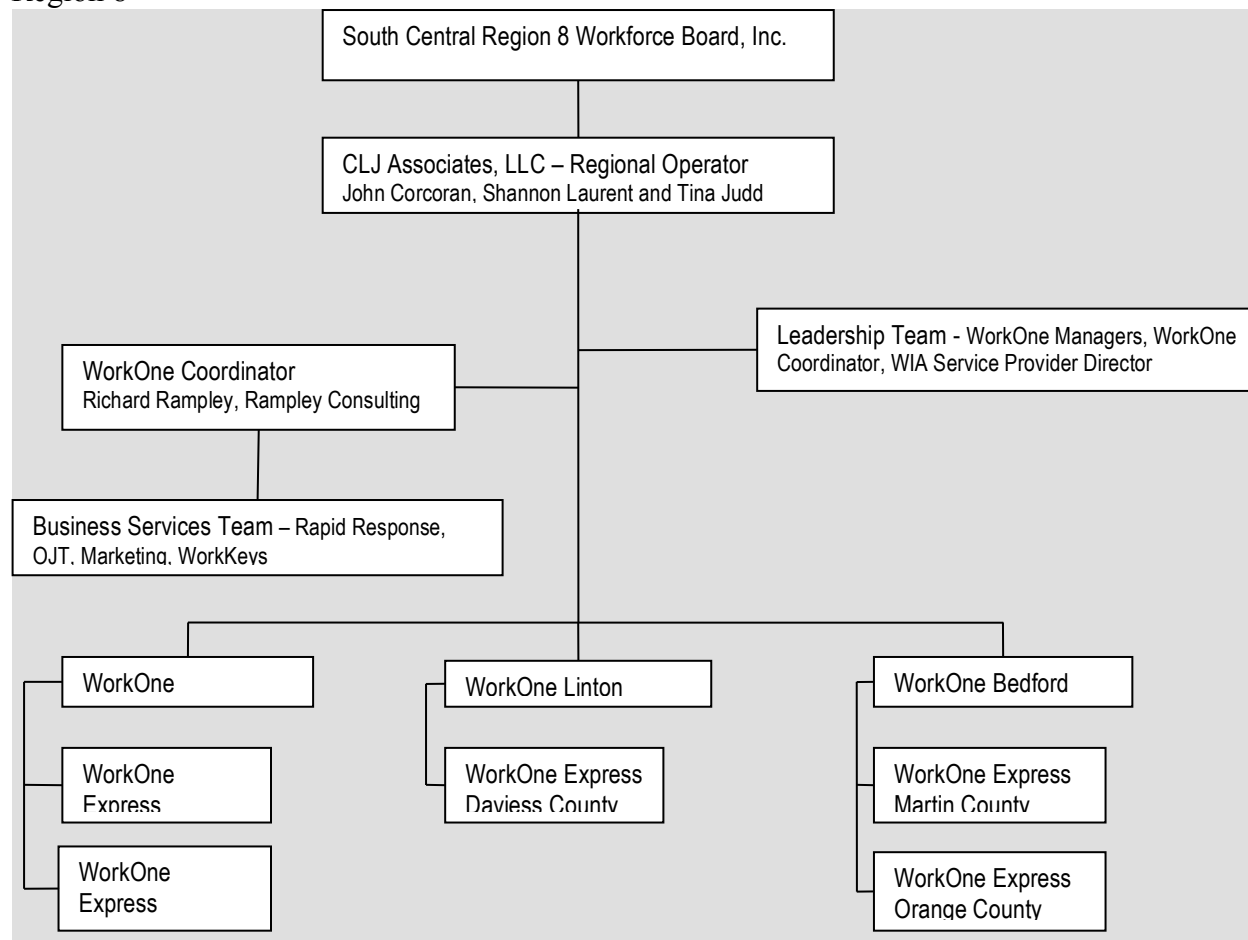
New Balance of State Workforce Investment Board:

A single staff member serves this organization; no chart is provided.

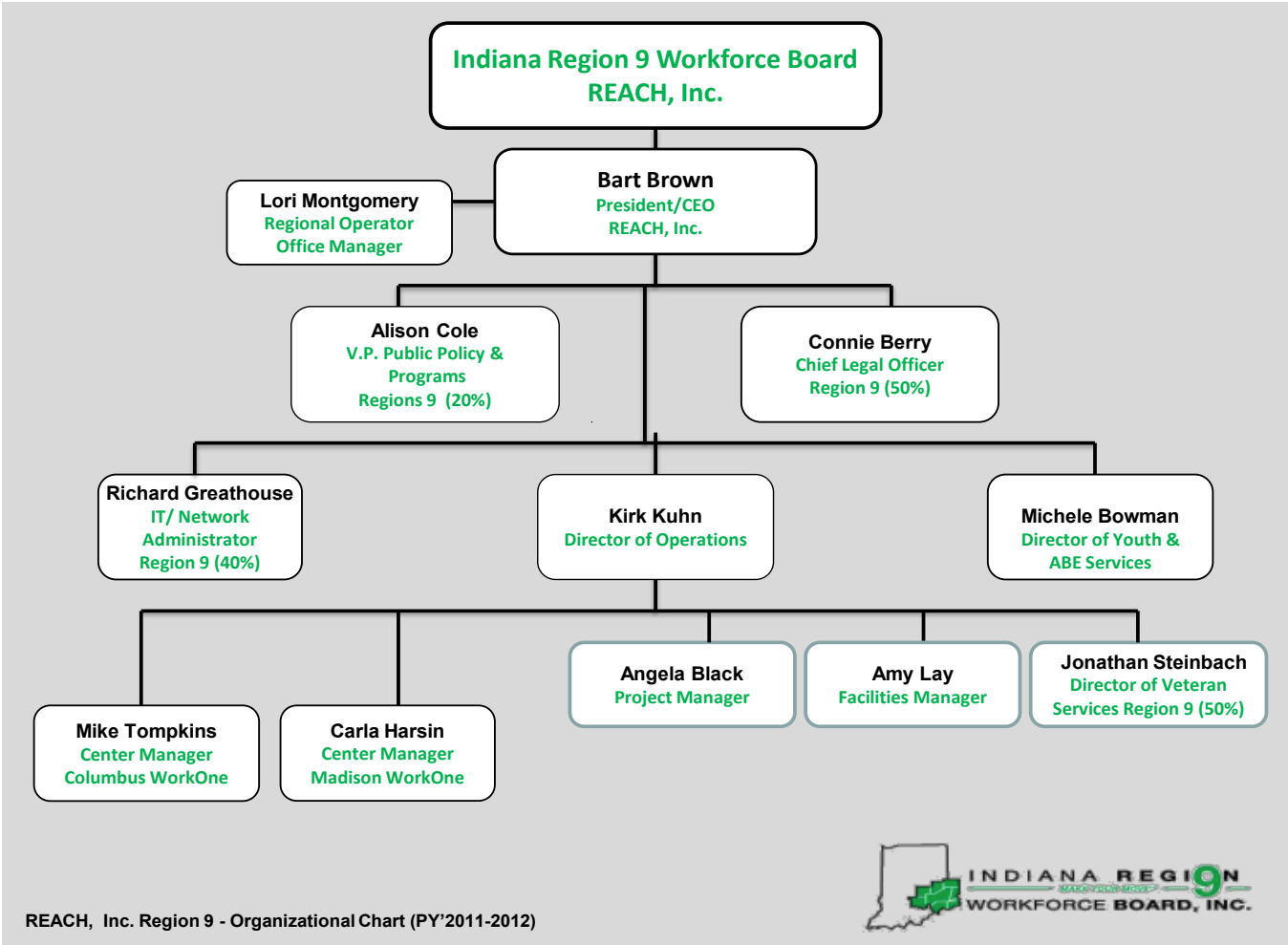
Region 5

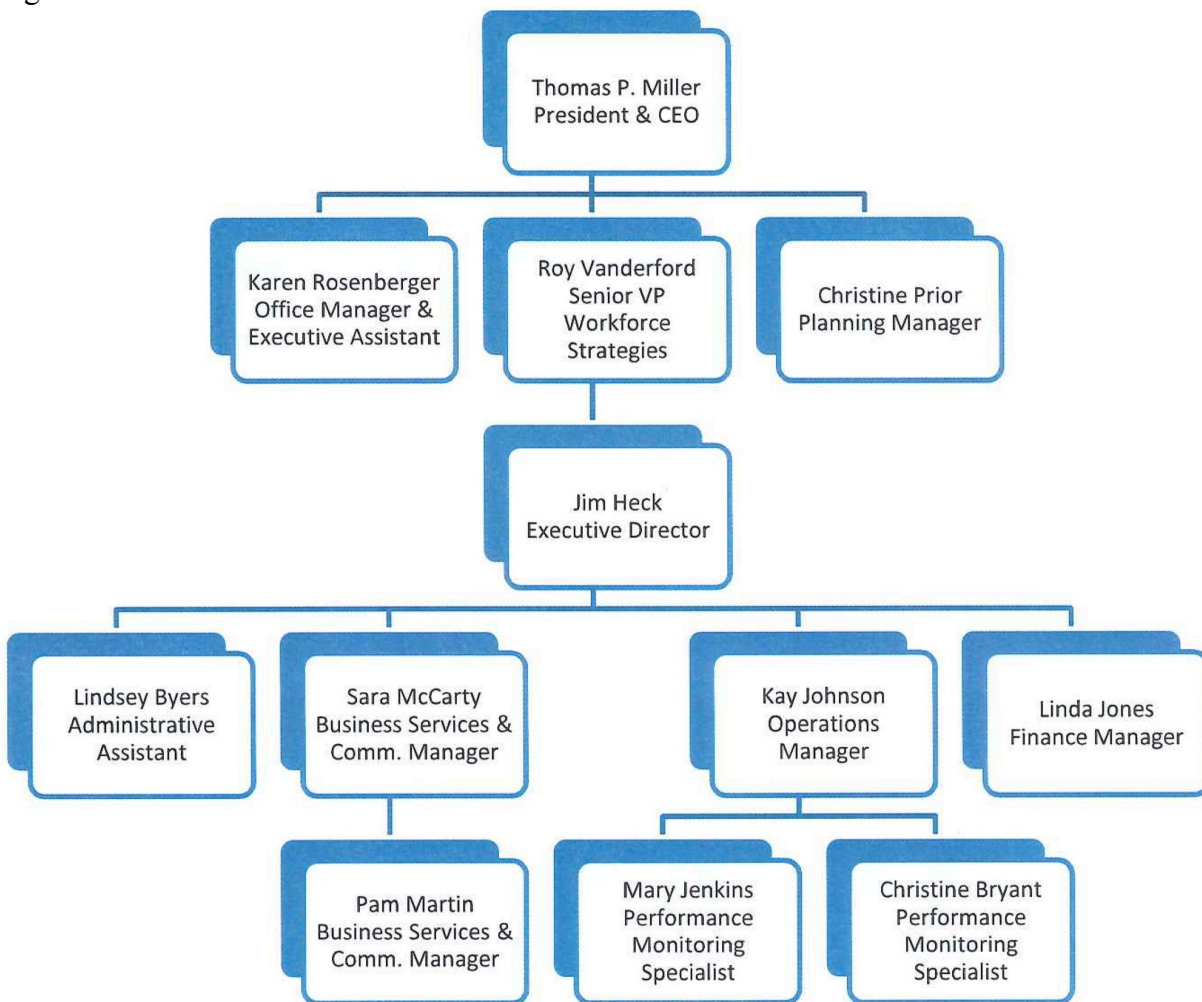


Region 8



Region 9





Section 6, Question 9

Who is the area's One-Stop Operator, what are its roles and responsibilities, and describe the One-Stop Operator designation process?

One-Stop Operators manage the WorkOne Centers and provide other services for a Regional Workforce Board. Each regional workforce board competitively procures the Operator, referred to as a "Regional Operator".

The One-Stop Operators are:

Region 5

Reach, Inc.: Bart Brown

9 E High Street

Lawrenceburg, IN 47025

812-537-4949

bbrown@indianaregion9.org

Region 8
CLJ Associates: John Corcoran
2597 West Vernal Pike
Bloomington, IN 47404
812-332-4496
corcoranjfc@msn.com

Region 9
Reach, Inc.: Tony Cross
2154 Intelliplex Drive
Shelbyville IN 46176
317-372-8665
tcross@indianaregion5.org

Region 11
Grow Southwest Indiana Workforce: Jim Heck
318 Main Street, Suite 504
Evansville IN 47708
812-604-5840
jim.heck@workonesw.org

Section 6, Question 10

Identify what Workforce Investment Act services and activities will be awarded through competitive grants within the local area, and briefly describe the competitive process that was or will be utilized within each competition.

- *One-Stop Operator*
- *Workforce Investment Act Service Providers:*
- *Workforce Investment Act Adult Service Providers?*
- *Workforce Investment Act Dislocated Worker Providers?*
- *Other?*

The Workforce Investment Act requires services to be procured by a competitive bid process. In accordance with state statute, the New Balance of State Workforce Investment Board does not procure services; all service procurement is the responsibility of the Regional Workforce Boards.

Region 8 explains the service procurement process: “The Department of Workforce Development has developed a Request for Proposal template and procedure to be used by Regional Workforce Boards in Indiana.”²⁰ These processes are outlined for all required procurement processes. The New Balance of State Workforce Investment Board also adopted the procedures in its Resolution to Adopt Protocols.

The role of the New Balance of State Workforce Investment Board is to assist in the bidding and procurement process. All regions complete and post the template Request for Proposal on the Department of Workforce Development and regional websites. In addition, newspaper

²⁰ Region 8 Plan, page 24.

advertisements are placed. The regional workforce boards will score and analyze responsive bids, negotiate with the vendors, and create a proposed contract. After approval of a successful bid by the regional board, the investment board reviews the process, the proposed contract, and cost analysis. The investment board applies procedures developed by the Department of Workforce Development. The board may then act upon the contract and serves as a third party to the contract.

Region 5, 8, 9, and 11 competitively procures services for:

- Regional Operator (every three years)
 - The New Balance of State Workforce Investment Board is also a party to this contract
- Workforce Investment Act Adult and Dislocated Worker Provider (every three years)
- Workforce Investment Act Youth Provider (every three years)
 - The New Balance of State Workforce Investment Board is also a party to this contract
- Fiscal Agent

Region 8 also competitively procures:

- WorkOne Coordinator
- Goods and services

Section 6, Question 11

Describe the process the Workforce Investment Board/Regional Workforce Board utilizes to monitor any services/activities it procures, including Workforce Investment Act Service Provider.

Regions 5, 8, and 9, boards utilize the Regional Operator's services to annually monitor the WorkOne offices, the service providers, and program processes. Crowe Horwath, the Fiscal Agent for all regions, monitors the financial management of the contracted providers. The Regional Workforce Boards are responsible for oversight of the Regional Operators and do so at the regularly scheduled meetings of the boards.

Region 8: "... the Regional Operator provides on-going monitoring by regularly reviewing data entered into the participant tracking system mandated by the Department of Workforce Development."²¹ Both region 8 and 11 utilize Vincennes University as the Workforce Investment Act service provider; the Indiana State Board of Accounts audits the University annually.

Regions 5 and 9 describe onsite interviews of random WorkOne personnel, the auditing of electronic and hard copy case files.

Region 11 did not address the question.

Section 6, Question 12

How does the Workforce Investment Board/Regional Workforce Board eliminate real or perceived conflict of interest in developing Requests for Proposal, scoring proposals, and issuing grant awards?

²¹ Region 8 Plan, page 25

The New Balance of State Workforce Investment Board requires each board member to complete and file a Conflict of Interest form. Article XIII of the by-laws require board members to disclose conflicts, and to abstain from discussion or voting in the case of a perceived conflict. Staff of the Department of Workforce Development conducted a training session for board members.

All regions require board members to file a conflict of interest statement. Regions 5, 9 also require members of committees reviewing bids to complete and sign a conflict of interest statement for that particular bid process.

R 8 states “When a new Director is appointed to the Board, the Regional Operator provides an orientation and education session which includes the Statement of Economic interests, Code of By-Laws, and the avoidance of conflicts of interest and the appearance of conflicts of interest.”²²

Region 11 states, “In the event a conflict of interest is discovered in a Request for Proposal development, proposal scoring, and contract award, such an individual will be removed from processes and will abstain from vote.”²³

SECTION 7: PROGRAM CONTACT PERSONS AND SIGNATURE PAGE

Section 7, Question 1

Provide the name and contact information of the Workforce Investment Board/Regional Workforce Board’s primary contact persons for the following:

- *Workforce Investment Act Adult and Dislocated Worker Programs*
- *Workforce Investment Act Youth Programs*
- *Fiscal management*
- *Workforce Investment Act*
- *Electronic/Information systems*
- *Data collection/performance*
- *Workforce Investment Act Equal Opportunity Officer*
- *Workforce Investment Act program complaints*

The regional boards carry out all programs and are the contacts for the New Balance of State Workforce Investment Board for all except Fiscal Management and Workforce Investment Act Program Complaints.

Workforce Investment Act Adult and Dislocated Worker Programs

- Region 5:
 - Lori Henry, Regional Operator: REACH, Inc.
 - 2154 Intelliplex Drive, Shelbyville, IN 46176
 - 317-398-6046 Cell: 765-914-8159
 - lhenry@indianaregion5.org
- Region 8:
 - John Corcoran, CLJ Associates, LLC

²² Region 8 Plan, page 25.

²³ Region 11 Plan, page 25.

- 2597 West Vernal Pike, Bloomington, IN 47404
- Phone: 812-332-4496
- corcoranjfc@msn.com
- Region 9:
 - Kirk Kuhn, Regional Operator: REACH, Inc.
 - 9 East High Street
 - Lawrenceburg, IN 47025
 - 812-537-4949
 - kirk@indianaregion9.org
- Region 11:
 - Jim Heck, Grow Southwest Indiana Workforce
 - 318 Main Street, Suite 504
 - Evansville, IN 47708
 - 812-492-4505
 - Jim.Heck@workonesw.org

Workforce Investment Act Youth Programs

- Region 5:
 - Brianna Morse, Regional Operator: REACH, Inc.
 - 2154 Intelliplex Drive, Shelbyville, IN 46176
 - 317-398-6046 Cell: 765-503-8528
 - bmorse@indianaregion5.org
- Region 8:
 - Shannon Laurent, CLJ Associates, LLC
 - 2597 West Vernal Pike, Bloomington, IN 47404
 - Phone: 812-332-4496
 - slaurent@hotmail.com
- Region 9:
 - Michele Bowman
 - 9 East High Street
 - Lawrenceburg, IN 47025
 - 812-537-4949
 - mbowman@indianaregion9.org
- Region 11:
 - Jim Heck, Grow Southwest Indiana Workforce
 - 318 Main Street, Suite 504
 - Evansville, IN 47708
 - 812-492-4505
 - Jim.Heck@workonesw.org

Fiscal Management

- New Balance of State Workforce Investment Board:
 - Randy Gillespie, Chief Financial Officer, Indiana Department of Workforce Development
 - 10 N Senate Avenue SE 302

- Indianapolis, IN 46204
 - 317-232-7675
 - Rgillespie@dwd.in.gov
- Region 5:
 - Crowe and Horwath
 - Carla Crowe
 - 3815 River Crossing Parkway, Suite 300
 - Indianapolis, IN 46240-0977
 - 317-255-2571
 - CarlaCrowe@crowehorwath.com
- Region 8:
 - Nancy Begle, Crowe-Horwath LLP
 - 1149 South Balthazar Drive
 - Santa Claus, IN 47579
 - 812-544-2121
 - NBegle-CroweChizek@live.com
- Region 9:
 - Carla Crowe, Crowe Horwath
 - 318 River Crossing Parkway, Suite 300
 - Indianapolis, IN 46240
 - 317-225-2571
 - Carla.Crowe@crowehorwath.com
- Region 11:
 - Nancy Begle, Crowe-Horwath LLP
 - 1149 South Balthazar Drive
 - Santa Claus, IN 47579
 - 812-544-2121
 - NBegle-CroweChizek@live.com
- **Electronic/Information systems**
 - Region 5:
 - Rick Greathouse, Regional Operator: REACH, Inc.
 - 2154 Intelliplex Drive, Shelbyville, IN 46176
 - 317-398-6046 Cell: 317-506-2390
 - Rgreathouse@indianaregion5.org
 - Region 8:
 - Shannon Laurent, CLJ Associates, LLC
 - 2597 West Vernal Pike, Bloomington, IN 47404
 - Phone: 812-332-4496
 - slaurent@hotmail.com
 - Region 9:
 - Rick Greathouse, Regional Operator: REACH, Inc.
 - 9 East High Street
 - Lawrenceburg, IN 47025
 - 812-537-4949

- Rgreathouse@indianaregion9.org
- Region 11:
 - Kay Johnson, TrackOne, Grow Southwest Indiana Workforce
 - 318 Main Street, Suite 504
 - Evansville, IN 47708
 - 812-492-4508
 - Kay.Johnson@workonesw.org

And

- Sara McCarty, Indiana Career Connect, Grow Southwest Indiana Workforce
- 318 Main Street, Suite 504
- Evansville, IN 47708
- 812-492-4509

Data Collection/Performance

- Region 5:
 - Lori Henry, Regional Operator: REACH, Inc.
 - 2154 Intelliplex Drive, Shelbyville, IN 46176
 - 317-398-6046 Cell: 765-914-8159
 - lhenry@indianaregion5.org

Region 8:

- Tina Judd, CLJ Associates, LLC
- 2597 West Vernal Pike, Bloomington, IN 47404
- Phone: 812-332-4496
- juddtina@yahoo.com

- Region 9:
 - Kirk Kuhn, Regional Operator: REACH, Inc.
 - 9 East High Street
 - Lawrenceburg, IN 47025
 - 812-537-4949
 - kirk@indianaregion9.org
- Region 11:
 - Kay Johnson, Grow Southwest Indiana Workforce
 - 318 Main Street, Suite 504
 - Evansville, IN 47708
 - 812-492-4508
 - Kay.Johnson@workonesw.org

Workforce Investment Act Equal Opportunity Officer

- Region 5:
 - Connie Berry, Regional Operator: REACH, Inc.
 - 2154 Intelliplex Drive, Shelbyville, IN 46176
 - 317-398-6046 Cell: 812-584-1571
 - cberry@indianaregion5.org
- Region 8:

- John Corcoran, CLJ Associates, LLC
- 2597 West Vernal Pike, Bloomington, IN 47404
- Phone: 812-332-4496
- corcoranjfc@msn.com
- Region 9:
 - Connie Berry, Regional Operator: REACH, Inc.
 - 9 East High Street
 - Lawrenceburg, IN 47025
 - 812-537-4949
 - connieberry@indianaregion9.org
- Region 11:
 - Linda Jones, Grow Southwest Indiana Workforce
 - 318 Main Street, Suite 504
 - Evansville, IN 47708
 - 812-492-4511
 - Linda.Jones@workonesw.org

Workforce Investment Act Program Complaints

- New Balance of State Workforce Investment Board
 - Cheryl Musgrave
 - 318 Main Street, Suite 222
 - Evansville, IN 47708
 - 812-459-8263
 - camusgrave@dwd.in.gov
- Region 5:
 - Connie Berry, Regional Operator: REACH, Inc.
 - 2154 Intelliplex Drive, Shelbyville, IN 46176
 - 317-398-6046 Cell: 812-584-1571
 - cberry@indianaregion5.org
- Region 8:
 - Tina Judd, CLJ Associates, LLC
 - 2597 West Vernal Pike, Bloomington, IN 47404
 - Phone: 812-332-4496
 - juddtina@yahoo.com
- Region 9:
 - Connie Berry, Regional Operator: REACH, Inc.
 - 9 East High Street
 - Lawrenceburg, IN 47025
 - 812-537-4949
 - connieberry@indianaregion9.org
- Region 11:
 - Linda Jones, Grow Southwest Indiana Workforce
 - 318 Main Street, Suite 504
 - Evansville, IN 47708
 - 812-492-4511

- Linda.Jones@workonesw.org

Section 7, Question 2

The Local Workforce Investment Plan must be signed and dated by the following (include printed name and title, and contact information):

- Workforce Investment Board/Regional Workforce Board Chairperson
- Chief Elected Official

Jeff Williams
Chair, New Balance of State Workforce Investment Board

Date

Major Hospital
150 West Washington Street
Shelbyville IN 46176

Mitchell E. Daniels, Jr.
Governor of the State of Indiana
New Balance of State Workforce Investment Board Chief Elected Official

Date

Office of the Governor
Statehouse
Indianapolis, IN 46204-8752
317-232-4567